UniSC

COURSE OUTLINE

BUS707 Managing Across Global Cultures

School: School of Business and Creative Industries

2024 | Session 3

UniSC Sunshine Coast	BLENDED LEARNING	Most of your course is on campus but you may be able to do some components of this course online.
Online	ONLINE	You can do this course without coming onto campus.

Please go to usc.edu.au for up to date information on the teaching sessions and campuses where this course is usually offered.

1. What is this course about?

1.1. Description

Enhance your Emotional and Cultural Intelligence with a comprehensive course that delves into understanding the differences and similarities in a diverse workforce. Culture encompasses a vast range of expertise, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time, roles, spatial relations, concepts of the universe, and material objects and possessions that a group of people has acquired through individual and group behaviour over generations. By honing this soft skill, you'll be adept at applying it efficiently in both traditional and virtual workspaces.

1.2. How will this course be delivered?

ACTIVITY	HOURS	BEGINNING WEEK	FREQUENCY
BLENDED LEARNING			
Learning materials – Interactive online learning activities.	2hrs	Week 1	6 times
Tutorial/Workshop 1 – Scheduled face to face workshops. 1 and a half hours each and therefore 3 hours per week	3hrs	Week 1	6 times
Information session – Task discussion via Zoom. One hour per Task	1hr	Not applicable	2 times
ONLINE			
Learning materials – Interactive online learning activities.	2hrs	Week 1	6 times
Tutorial/Workshop 1 – Scheduled online workshops. 1 and a half hours each and therefore 3 hours per week (Recorded).	3hrs	Week 1	6 times
Information session – Task discussion. One hour per Task via Zoom (Recorded)	1hr	Not applicable	2 times

1.3. Course Topics

1. *Assessing the global environment (otherness and discord) and introduction to Australian Indigenous knowledge*

2. *Culture (research and theory)*

3. *Culture and language*

4. *Nonverbal communication*

5. *Bridging the cultural gap: Cultural Intelligence*

6. *Focus on Globe project culture clusters*

7. *Intercultural Negotiation (Negotiation styles)*

8. *Organisations across cultures: Managing challenges*

9. *Managing staffing issues across cultures: Placement and virtual teams*

10. *Expats and repatriation management*

11. *Developing a global management framework: Ethics and social responsibly*

12. *Application and interpretation – culture strategy*

2. What level is this course?

700 Level (Specialised)

Demonstrating a specialised body of knowledge and set of skills for professional practice or further learning. Advanced application of knowledge and skills in unfamiliar contexts.

3. What is the unit value of this course?

12 units

4. How does this course contribute to my learning?

COURSE LEARNING OUTCOMES On successful completion of this course, you should be able to...	GRADUATE QUALITIES MAPPING Completing these tasks successfully will contribute to you becoming...	PROFESSIONAL STANDARD MAPPING * Association to Advance Collegiate Schools of Business
1 Analyse and critique cross-cultural business interactions to advance the international and multicultural organisation. This is completed in accordance with the prescribed content.	Knowledgeable Ethical Sustainability-focussed	PC3.1, PC5, PC5.1
2 Demonstrate an appreciation of the management skills that make a difference in managing in international environments.	Knowledgeable Creative and critical thinker Sustainability-focussed	PC5, PC5.1, PC6.2
3 Apply cultural intelligence by designing strategies unique to specific countries. Demonstrate your awareness, appreciation, and respect for cultural differences.	Empowered Ethical Sustainability-focussed	PC4
4 Provide solutions to problems and evaluate the relationship between global contexts and why these influence international activities.	Empowered Sustainability-focussed	PC3.1, PC5.1
5 Reflect on personal and organisational responsibility and provide strategies to advance and recognise issues related to global social responsibility and sustainability.	Creative and critical thinker Ethical Sustainability-focussed	PC1.1, PC4.1

* Competencies by Professional Body

CODE	COMPETENCY
ASSOCIATION TO ADVANCE COLLEGIATE SCHOOLS OF BUSINESS	
PC1.1	Written Communication
PC3.1	Problem Solving
PC4	Community Consciousness
PC4.1	Social Responsibility and Sustainability
PC5	Cultural Awareness
PC5.1	Diversity
PC6.2	Discipline Knowledge

5. Am I eligible to enrol in this course?

Refer to the UniSC Glossary of terms for definitions of "pre-requisites, co-requisites and anti-requisites".

5.1. Pre-requisites

Enrolled in any PGRD Program

5.2. Co-requisites

Not applicable

5.3. Anti-requisites

MBA723 or EMB773

5.4. Specific assumed prior knowledge and skills (where applicable)

Not applicable

6. How am I going to be assessed?

6.1. Grading Scale

Standard Grading (GRD)

High Distinction (HD), Distinction (DN), Credit (CR), Pass (PS), Fail (FL).

6.2. Details of early feedback on progress

The assessments are spread across the semester with the first Assessment Task scheduled in Week 4 to provide early feedback on your progress. Feedback on your assignment will include construction statements on the submitted document, as well as feedback on the rubric.

6.3. Assessment tasks

DELIVERY MODE	TASK NO.	ASSESSMENT PRODUCT	INDIVIDUAL OR GROUP	WEIGHTING %	WHAT IS THE DURATION / LENGTH?	WHEN SHOULD I SUBMIT?	WHERE SHOULD I SUBMIT IT?
All	1	Essay	Individual	55%	3000 words	Week 4	Online Assignment Submission with plagiarism check
All	2	Case Study	Individual	45%	2000 words	Week 8	Online Assignment Submission with plagiarism check

All - Assessment Task 1: Cultural critique - Written essay

GOAL:	You will undertake an analysis of the cross-cultural management issues that can be expected to arise when an organisation from one culture engages in business activity with an organisation from a different culture. You will use Hofstede's insights to conduct the initial research. This will include an assessment of both cultures. You will apply the cultural frameworks and tools covered in the course to make recommendations to management.
PRODUCT:	Essay
FORMAT:	This is an individual task. You will write an essay of approximately 3,000 words to be submitted to Turnitin in Week 4. Essays should conform in style and content to academic standards for essay writing and contain appropriate APA or Harvard referencing methods. "This task is being used for measuring assurance of learning towards Association to Advance Collegiate Schools of Business (AACSB) accreditation. The following Program Competency will be assessed: PC5.1: Diversity Demonstrate an appreciation of the need to embrace and respect diversity and foster inclusion in a business context. CRITERIA 1. Understanding of the meaning of diversity 2. Awareness, appreciation, and respect for cultural and other forms of diversity in the business context and values the need for inclusivity. 3. Appreciation of the need to know how to interact and negotiate effectively with a diverse range of stakeholders in diverse business contexts. 4. Appreciation of indigenous knowledge and implications for conducting business with indigenous Australians. It is also aimed at achieving SDG10 and SDG16.

CRITERIA:	**No.**		**Learning Outcome assessed**
	1	Demonstration of mastery of key cultural concepts covered in the course	③ ⑤
	2	Ability to analyse and describe effect of culture on business practice in each country	① ④
	3	Ability to identify cultural implications for intercultural business interactions. Diversity and inclusion.	② ③
	4	Written communication skills	①

All - Assessment Task 2: International business analysis case study

GOAL:	You will apply your newly developed cultural intelligence skills to a problematic 'real-life' international business situation. You will undertake an analysis of, and prepare a report on, a difficult international business situation (the case), involving cross-cultural management issues, that has arisen in the past twelve months.
PRODUCT:	Case Study
FORMAT:	This is an individual task to be submitted to Turnitin. The international business situation will be derived from a media article / topical international issue at that time. International business activities or events will be provided, and your answer should not be a commentary or academic critique. Additional specific guidance will be provided. "This task is being used for measuring assurance of learning towards Association to Advance Collegiate Schools of Business (AACSB) accreditation. The following Program Competency will be assessed: PC4.1: Social Responsibility Demonstrate a capacity for a socially responsible and sustainable approach to business decisions. CRITERIA 1. Knowledge and application of sustainability frameworks, theories, and concepts, and responsibilities in a business context. 2. Knowledge and application of ethical frameworks, theories, and concepts, and responsibilities in a business context. 3. Capacity to take on board diverse stakeholder interests in a business decision-making context. 4. Knowledge and application of the relevant legislation/standards/codes of conduct /universal principles associated with social responsibility, ethical conduct, and sustainable practice in a business context. This task is aligned with achieving SDG8 and SDG11. Reports should conform in style and content to academic standards for report writing and contain appropriate APA or Harvard referencing methods (refer to Summers and Smith).

CRITERIA:	**No.**		**Learning Outcome assessed**
	1	Appreciation of the need to take on board diverse stakeholder interests in a business decision making context.	③ ⑤
	2	Ability to identify and critically analyse diverse cross-cultural management issues in an international business context	①
	3	Research skills with the ability to identify and apply relevant cultural and international business theory to cross-cultural management issues	②
	4	Ability to synthesise and communicate solutions to cross-cultural management issues in the form of management recommendations	④
	5	Written communication skills	①

7. Directed study hours

A 12-unit course will have total of 150 learning hours which will include directed study hours (including online if required), self-directed learning and completion of assessable tasks. Student workload is calculated at 12.5 learning hours per one unit.

8. What resources do I need to undertake this course?

Please note: Course information, including specific information of recommended readings, learning activities, resources, weekly readings, etc. are available on the course Canvas site– Please log in as soon as possible.

8.1. Prescribed text(s) or course reader

> There are no required/recommended resources for this course.

8.2. Specific requirements

Not applicable

9. How are risks managed in this course?

Health and safety risks for this course have been assessed as low. It is your responsibility to review course material, search online, discuss with lecturers and peers and understand the health and safety risks associated with your specific course of study and to familiarise yourself with the University's general health and safety principles by reviewing the online induction training for students, and following the instructions of the University staff.

10. What administrative information is relevant to this course?

10.1. Assessment: Academic Integrity

Academic integrity is the ethical standard of university participation. It ensures that students graduate as a result of proving they are competent in their discipline. This is integral in maintaining the value of academic qualifications. Each industry has expectations and standards of the skills and knowledge within that discipline and these are reflected in assessment.

Academic integrity means that you do not engage in any activity that is considered to be academic fraud; including plagiarism, collusion or outsourcing any part of any assessment item to any other person. You are expected to be honest and ethical by completing all work yourself and indicating in your work which ideas and information were developed by you and which were taken from others. You cannot provide your assessment work to others. You are also expected to provide evidence of wide and critical reading, usually by using appropriate academic references.

In order to minimise incidents of academic fraud, this course may require that some of its assessment tasks, when submitted to Canvas, are electronically checked through Turnitin. This software allows for text comparisons to be made between your submitted assessment item and all other work to which Turnitin has access.

10.2. Assessment: Additional Requirements

Eligibility for Supplementary Assessment
Your eligibility for supplementary assessment in a course is dependent on the following conditions applying:
The final mark is in the percentage range of 47% to 49.4%
The course is graded using the Standard Grading scale
You have not failed an assessment task in the course due to academic misconduct

10.3. Assessment: Submission penalties

Late submission of assessment tasks may be penalised at the following maximum rate:
- 5% (of the assessment task's identified value) per day for the first two days from the date identified as the due date for the assessment task.
- 10% (of the assessment task's identified value) for the third day - 20% (of the assessment task's identified value) for the fourth day and subsequent days up to and including seven days from the date identified as the due date for the assessment task.
- A result of zero is awarded for an assessment task submitted after seven days from the date identified as the due date for the assessment task. Weekdays and weekends are included in the calculation of days late. To request an extension you must contact your course coordinator to negotiate an outcome.

10.4. SafeUniSC

UniSC is committed to a culture of respect and providing a safe and supportive environment for all members of our community. For immediate assistance on campus contact SafeUniSC by phone: 07 5430 1168 or using the SafeZone app. For general enquires contact the SafeUniSC team by phone 07 5456 3864 or email safe@usc.edu.au.

The SafeUniSC Specialist Service is a Student Wellbeing service that provides free and confidential support to students who may have experienced or observed behaviour that could cause fear, offence or trauma. To contact the service call 07 5430 1226 or email studentwellbeing@usc.edu.au.

10.5. Study help

For help with course-specific advice, for example what information to include in your assessment, you should first contact your tutor, then your course coordinator, if needed.

If you require additional assistance, the Learning Advisers are trained professionals who are ready to help you develop a wide range of academic skills. Visit the Learning Advisers web page for more information, or contact Student Central for further assistance: +61 7 5430 2890 or studentcentral@usc.edu.au.

10.6. Wellbeing Services

Student Wellbeing provide free and confidential counselling on a wide range of personal, academic, social and psychological matters, to foster positive mental health and wellbeing for your academic success.

To book a confidential appointment go to Student Hub, email studentwellbeing@usc.edu.au or call 07 5430 1226.

10.7. AccessAbility Services

Ability Advisers ensure equal access to all aspects of university life. If your studies are affected by a disability, learning disorder mental health issue, injury or illness, or you are a primary carer for someone with a disability or who is considered frail and aged, AccessAbility Services can provide access to appropriate reasonable adjustments and practical advice about the support and facilities available to you throughout the University.

To book a confidential appointment go to Student Hub, email AccessAbility@usc.edu.au or call 07 5430 2890.

10.8. Links to relevant University policy and procedures

For more information on Academic Learning & Teaching categories including:

- Assessment: Courses and Coursework Programs
- Review of Assessment and Final Grades
- Supplementary Assessment
- Central Examinations
- Deferred Examinations
- Student Conduct
- Students with a Disability

For more information, visit https://www.usc.edu.au/explore/policies-and-procedures#academic-learning-and-teaching

10.9. Student Charter

UniSC is committed to excellence in teaching, research and engagement in an environment that is inclusive, inspiring, safe and respectful. The Student Charter sets out what students can expect from the University, and what in turn is expected of students, to achieve these outcomes.

10.10. General Enquiries

In person:

- **UniSC Sunshine Coast** - Student Central, Ground Floor, Building C, 90 Sippy Downs Drive, Sippy Downs
- **UniSC Moreton Bay** - Service Centre, Ground Floor, Foundation Building, Gympie Road, Petrie
- **UniSC SouthBank** - Student Central, Building A4 (SW1), 52 Merivale Street, South Brisbane
- **UniSC Gympie** - Student Central, 71 Cartwright Road, Gympie
- **UniSC Fraser Coast** - Student Central, Student Central, Building A, 161 Old Maryborough Rd, Hervey Bay
- **UniSC Caboolture** - Student Central, Level 1 Building J, Cnr Manley and Tallon Street, Caboolture

Tel: +61 7 5430 2890

Email: studentcentral@usc.edu.au